



Staff Report

Operations – Sustainability & Solid Waste

Report To: Committee of the Whole Meeting
Meeting Date: November 30, 2021
Report Number: CSOPS.21.087
Title: Community Sustainability Plan Phase 2 Vision and Goals
Prepared by: Nicholas Cloet, Sustainability Coordinator and Jeffery Fletcher,
Manager of Sustainability & Solid Waste

A. Recommendations

THAT Council receive Staff Report CSOPS.21.087, entitled “Community Sustainability Plan Phase 2 Vision and Goals”;

AND THAT Council acknowledges that the Sustainability Advisory Committee endorsed the proposed Vision and Goals for the Integrated Community Sustainability Plan at its November 10, 2021 meeting;

AND THEREFORE THAT Council endorse the proposed Vision and Goals for the Integrated Community Sustainability Plan.

B. Overview

The second phase (Phase 2) of developing an Integrated Community Sustainability Plan (ICSP) for the Town of The Blue Mountains is in draft completion. A What We Heard Report has been prepared to describe the input received from community members through Phase 2, which aims to identify long-term goals and a vision statement to guide action planning in Phase 3 of ICSP development. The What We Heard Report is intended to show the diversity of input received through Phase 2 without making conclusions and was used by Town staff and a series of Committee Summit workshops to select the Vision and Goals. This Staff Report provides background on the stakeholder engagement that took place during Phase 2, shares a selection of themes from the What We Heard Report, proposes a Vision and set of Goals to guide development of the ICSP, and seeks Council’s endorsement of the Vision and Goals.

C. Background

The ICSP will be a foundational plan for the community, as it will inform directional plans and resources developed by the Town of The Blue Mountains and the broader community, as well as encourage leadership and participation of community members and organizations to achieve community-wide sustainability goals.

The three-phase approach to the ICSP was developed in consultation with the Sustainability Advisory Committee ICSP Sub-Committee, including: Phase 1: Community Situational Assessment; Phase 2: Visioning and Objectives; and Phase 3: Develop Action Plan. Stakeholder engagement efforts to support development of the ICSP are branded as “The Blue Mountains (TBM) Future Story”. The Future Story planning process aims to answer the following challenge question:

How might we build upon the unique attributes of the Town of The Blue Mountains while creating a shared path towards a future of increased livability, vibrancy and health of all living systems in our community?

Phase 2: Visioning and Objectives gathered input from community members to understand their long-term vision and goals for a sustainable future in the Town of The Blue Mountains, as detailed in the attached What We Heard Report (Attachment 2) and Vision & Goals Summary (Attachment 1). Engagement took place over a 9-week period between June 10 and August 13, 2021, and utilized a wide variety of methods in order to encourage increased diversity of responses. These included:

- Five virtual public workshop sessions held between July 7 and July 15, each of which focused on a different theme of community sustainability
- Three virtual music events in a Future Story Café series, held on the evenings of July 13, 14 and 15
- Short online survey at a mobile phone booth which rotated through different locations in the Town from June 14 to August 13
- Opportunity to provide feedback online via the project website: tbmfuturestory.ca
- Public survey in print, or online between June 14th and July 31, 2021
- Business survey in print or online between July 26, 2021 and August 13th
- Sustainability ambassadors to provide or facilitate a presentation using the materials provided on the project website.

Involvement of the Sustainability Advisory Committee has been a significant and important component in the development of the ICSP. Building on prior assistance in the RFP process and in Phase 1, the Sustainability Advisory Committee provided input and endorsement of the public and business surveys, participated as community members in the engagement activities, and provided feedback and endorsement of the What We Heard Report.

The What We Heard Report captures and summarizes learning from the full range of stakeholder engagement activities through Phase 2 of the Future Story planning process. Themes from the What We Heard Report were used in three Committee Summit workshops to further expand on and tighten up these themes, which were then used by the project team (consultants and staff) to develop the Vision Statement and Goals.

This report seeks Council’s endorsement of the proposed Vision Statement and Goals, which are necessary to guide action planning, including identification of Bold Actions and key steps to achieve them. This will be the objective of Phase 3 of the Future Story project.

D. Analysis

Community Engagement

Through a variety of community engagement opportunities, 268 participants shared more than 2500 points of data and 150 hours of time with the Future Story project. The number of participants is not an accurate count of unique individuals, as several people provided input across multiple engagement methods and in some cases more than one person shared a single screen to participate in a workshop.

The following table outlines the many engagement activities that were undertaken to gather community input in Phase 2. Summarized information to quantify the level of participation is also included.

| Engagement Activity | Participation |
|---|---|
| Public Survey <ul style="list-style-type: none"> Open from June 10 – July 16, with an extension to July 30, 2021 Asked questions about the participant’s personal sustainability, their visions for the future, and their big ideas to achieve those visions. Available on the Town’s YourView public engagement website, with a printable version available for download or pre-printed through The Blue Mountains Public Library system for curbside pickup | <p>Online survey engagement can be measured at three levels between June 10 and June 30, 2021:</p> <ul style="list-style-type: none"> Aware: 697 visitors to the TBM Future Story project page on YourView Informed: 270 visitors clicked on the survey and/or downloaded a resource Engaged: 119 completed online public survey <p>Print surveys: 5 submissions</p> <p>Total survey participation: 124 submissions</p> |
| Business Survey <ul style="list-style-type: none"> Open from July 26 – August 13, 2021 Asked local businesses about the sustainability measures each business has taken, their visions for a sustainable business community and any big ideas to achieve those visions. Online survey on the Town’s Public Engagement Website (yourview.thebluemountains.ca). A printable survey was also available for download or through Town staff. | <p>Online survey engagement can be measured at 3 levels between July 26 and August 13, 2021, with some overlap in traffic to the Public and Business surveys in the final days of July:</p> <ul style="list-style-type: none"> Aware: 104 visitors to the YourView project page Informed: 49 visitors clicked on a survey and/or downloaded a resource Engaged: 12 survey participants <ul style="list-style-type: none"> 9 Business Survey participants 3 Public Survey participants |

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| | No print Business Surveys were received |
| <p>Thematic Workshops</p> <ul style="list-style-type: none"> • Workshops were held on July 7, 8, 14 and 15, 2021 • Participants were placed into breakout groups to discuss their long-term goals and vision for local sustainability in relation to five sustainability themes • Each workshop explored how one of the following themes overlapped and interacted with the other four: <ul style="list-style-type: none"> ○ Built Environment ○ Community Life (Social Wellbeing) ○ Economy ○ Natural Environment ○ Arts and Culture | <p>68 participants across all five workshops, including:</p> <ul style="list-style-type: none"> • Public sector (e.g. Town of The Blue Mountains staff, Conservation Authorities, Grey County) • Representatives of community organizations and associations • Town Councillors, and representatives of various Advisory Committees of Council • Community members, such as owners and representatives of local businesses, and residents <p>Note that the number of participants includes some double-counting of individuals who attended more than one workshop.</p> |
| <p>Future Story Café Workshops</p> <ul style="list-style-type: none"> • Participants shared their long-term goals/vision and ideas for sustainability in a series of anonymous polling questions • Musical performances were used to break up the polling and hopefully more variety of participant • Performances included: <ul style="list-style-type: none"> ○ Burton-Glasspool Overdrive (July 13) ○ Drew McIvor with Abby Woodhouse (July 14) ○ Coco Love Alcorn (July 15) | <p>39 participants across all three workshops</p> <ul style="list-style-type: none"> • 26 participants provided their insights using the virtual polling tools • These events were open to all members of the public and included several from outside the Town's borders <p>Note that the number of participants may not equal the number of unique and engaged individuals, as some attended multiple sessions, some attended only portions of the events with limited or no input, and some attendees included two or more people on a single Zoom account.</p> |
| <p>Future Story Mobile Kiosk</p> <ul style="list-style-type: none"> • An old phone booth modified to sit on a secure platform and display Future Story information boards and QR code linking to a short two-question survey | 18 ideas submitted |

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| <ul style="list-style-type: none"> Participants provided 'big ideas' for a sustainable future and why these were important to them Kiosk was moved to seven different locations across the Town between June 14 and August 13, 2021 | |
| Ambassador Resources/Sessions <ul style="list-style-type: none"> Information including FAQ, presentation slides and an ambassadors guide were available for community members to start their own conversations Town staff on the project team were available in limited capacity to facilitate short meetings with community groups to discuss the Future Story project and gather input | <p>7 downloads of the Ambassador's Guide from the YourView website</p> <p>One ambassador meeting with the Blue Mountain Village Association including 7 participants on July 21, 2021</p> <p>A short presentation to the Thornbury BIA on August 4, 2021 described the Future Story project and promoted the Business Survey</p> |
| Written correspondence | 3 written letters received directly from residents via mail and email |

A wide variety of promotional methods were used to inform people of The Blue Mountains Future Story and encourage participation in the surveys and workshops. The following table outlines these methods and the impact these methods had on engagement wherever that data was available.

| Promotional Method | Impact (If Known) |
|---|---|
| Direct, broad outreach to community members and organizations <ul style="list-style-type: none"> Mailouts to all residential addresses Emails to survey participants and workshop registrants from Phase 1 Emails to Phase 1 interview participants Calendar event information in Public event calendar and Town staff calendar Two mass emails to Town staff | <p>All residents should have received information regarding the Public Survey and Future Story website via mailouts</p> <p>Many reached via Bang The Table:</p> <ul style="list-style-type: none"> June 16, 2021 – promoted the public survey (332 recipients, 81.3% open rate) June 29, 2021 – promoting the Cafés, as well as workshops and reminder of public survey (371 recipients, 74.9% open rate) |
| Direct, specific outreach: <ul style="list-style-type: none"> Direct emails to selection of identified key stakeholders | More than 50 individuals and organizational stakeholders reached with direct email |

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| <ul style="list-style-type: none"> Local business, tourism and development associations reached directly to participate in workshops and to promote the Business Survey Businesses that displayed the Café posters were informed directly of the Business Survey | <p>invitations to participate in workshops and the Public Survey</p> <p>Chamber of Commerce, Thornbury BIA, BMVA and South Georgian Bay Tourism confirmed that they shared the Business Survey with their networks.</p> |
| <p>Social media</p> <ul style="list-style-type: none"> Facebook – several posts made by Sustainability Advisory Committee members to personal and community Facebook pages for the survey and workshops Twitter – 9 promotions for surveys and workshops on the Town’s Twitter account Rampt Instagram post advertising the Future Story Cafés Mountain Life social media post Thornbury BIA, Blue Mountains Chamber of Commerce, Blue Mountain Village Association, and South Georgian Bay Tourism shared the Business Survey on social media with members Chamber of Commerce advertised the Future Story project on social media, and included workshops on the Chamber’s calendar | <p>Rampt social media</p> <ul style="list-style-type: none"> 65 organic ‘likes’ 153 unique users Engagement from organizations like: <ul style="list-style-type: none"> RTO7 Connection Route 26 Blue Mountain Foundation for the Arts Summerfolk Music and Arts Festival Collingwood Pride Festival Blue Mountains Chamber Tom Thomson Art Gallery |
| <p>Online and print advertisements:</p> <ul style="list-style-type: none"> Collingwood Today email banner ads and website ads Blue Mountain Review <ul style="list-style-type: none"> June 14, June 21, July 5 & July 12 Collingwood Connection (print) Mountain Life Magazine (Future Story Café) Rampt (Future Story Café online event calendar and social media) | <p>334 clicks on Collingwood Today online and email banner ads</p> <p>153 unique visitors to Rampt online events pages (advertising the Café workshops) via Facebook referrals and Google traffic</p> |
| <p>Public Notices</p> <ul style="list-style-type: none"> June 10, 2021 (Public Survey) | |

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| <ul style="list-style-type: none"> July 22, 2021 (Business Survey) | |
| Chamber of Commerce signage <ul style="list-style-type: none"> Two weeks (June and July) | |
| TBM Waste Resource app <ul style="list-style-type: none"> 2 week campaign with link to project website provided to app users | ~1200 users reached |
| Future Story Café advertisements <ul style="list-style-type: none"> Posters at 17 locations across Town Radio advertisements | 32 radio ads (30 seconds each) ran July 8 th to July 15 th |
| Mayor's update video on June 11, 2021 | 163 views |
| TBM Future Story Overview Video <ul style="list-style-type: none"> Included on front page of YourView Future Story website Included in some email promotions | 373 views |

Overall engagement numbers were lower in Phase 2 than they were in Phase 1. In Phase 1, the YourView The Blue Mountains public engagement website for the Future Story project attracted more than 1100 unique 'Aware' visitors with 225 survey responses (approximately 20% participation rate), whereas Phase 2 attracted 697 unique 'Aware' visitors between June 10 and July 31 (full duration of the Public Survey) with 118 Public Survey participants (an almost 17% participation rate). The decrease in traffic to the YourView webpage is assumed to be the main reason for lower participant numbers in the Public Survey. The Public Survey was also estimated to take 15-20 minutes to complete versus 10 minutes for the Phase 1 Public Survey, which may have discouraged some visitors. The decrease in engagement occurred despite an increase in promotional outreach and with a greater number and variety of engagement opportunities compared to Phase 1. Reasons for this discrepancy are speculative, but may include lower public interest in Phase 2 compared with Phase 1, competing summer interests and activities, loosening pandemic restrictions, and fatigue with virtual engagements as the pandemic continued to restrict in-person opportunities.

Sustainability Advisory Committee and ICSP Sub-Committee Involvement

The Town's Sustainability Advisory Committee (SAC) endorsed the public engagement plan for Phase 2 and provided feedback and approval on the Public Survey and Business Survey questions. The ICSP Sub-Committee also assisted in providing feedback to the surveys prior to SAC review and provided additional input to the community engagement process as it unfolded. The Sub-Committee reviewed the What We Heard Report, and SAC has reviewed and endorsed the Vision and Goals which represent the output of Phase 2.

Select Themes from the What We Heard Report

The What We Heard Report (Attachment 2) summarizes long-term vision elements, goal ideas and actions that community members contributed throughout Phase 2 into common themes.

The top 15 long-term (50 year) vision elements mentioned throughout the various surveys, events and workshops were:

1. Maintain, protect and improve the natural environment
2. Responsible development
3. Respect land, clean water, and clean air
4. Affordability
5. Green energy
6. Car alternatives
7. Green infrastructure and buildings
8. Diversity & inclusion
9. Sustainability and environment leadership
10. Tree protection and retention
11. Balanced economy, environment, society, culture, and built environment
12. Waste management improvement
13. Buy local food, services, and materials
14. Diverse economy
15. Public art

Much of the input received and included in the What We Heard Report included ideas for actions that should be taken to improve local sustainability. These action ideas will be retained as contributions to Phase 3: Action Planning.

Committee Summit Workshops

Three Future Story Committee Summit workshops were held with members of the Town's Advisory Committees and Task Forces on September 28 and 29, 2021. The purpose of these Committee Summit workshops was to explore some of the key themes drawn from the What We Heard report. The input received from Committee Summit participants supported the Future Story project by helping the project team distil insights from the Phase 2 What We Heard report into a more concise collection of key themes. These themes became the building blocks for a proposed Vision statement and Goals.

A total of 22 individuals provided their input across the three sessions, representing Council (with all Councillors in attendance) and the following Advisory Committees and Task Forces:

- Agricultural Advisory Committee
- Committee of Adjustment
- Community Communications Advisory Committee
- Community Recovery Task Force
- Economic Development Advisory Committee
- Grants and Donations Committee
- Joint Municipal Physician Recruitment
- Rural Access to Broadband Internet Technology (RABIT) Task Force

- Sustainability Advisory Committee
- The Blue Mountains Affordable Housing Corporation
- Thornbury Business Improvement Area
- Transportation Committee
- Georgian Bay Youth Roots

Members of the public who join the Town's Advisory Committees or Task Forces often have other regional or community-based causes and organizations, and some of those represented by Committee Summit attendees included: South Georgian Bay Tourism Association, Climate Action Now Network, Beaver Valley Outreach, Blue Mountains Village Association, the Institute of Southern Georgian Bay, and more.

Town Staff and Committee Review

Town staff and the Sustainability Advisory Committee were invited to review the draft Vision and Goals, with feedback received by November 3, 2021. Input from various members of staff, including the Town's CAO, was received and incorporated into a revised Vision and Goals package. Discussion with members of the Sustainability Advisory Committee in a November 3, 2021 special meeting also resulted in several requests and suggestions for improvement. This feedback has been incorporated into the proposed Vision and Goals package in Attachment 1. The Sustainability Advisory Committee passed a motion in the November 10, 2021 meeting to endorse the attached Vision and Goals package.

Vision and Goals for the Integrated Community Sustainability Plan

This proposed Vision Statement aims to describe an aspirational and inspiring future for the Town of The Blue Mountains. Staff would like to consider if or how the specific wording of this statement could be improved further, whether to be more concise, bolder, or more inspiring, before the ICSP is finalized in mid-2022.

The current proposed Vision Statement for the ICSP is as follows:

The Blue Mountains' communities are world renowned as stewards of a healthy environment and as champions of well-being, sociocultural diversity, innovation and regeneration to make this the best place to live, work and play for future generations.

The proposed Goals are organized into themed areas, including The Natural Environment, The Built Environment, Economy, Community and Culture, Social Well-Being, and Governance. These categories are a helpful way to organize the 46 proposed Goals, however the Goals are intended to stand on their own and in many cases overlap with several of the themed areas. It is also expected that most of the Bold Actions to be identified in Phase 3 will aim to satisfy more than one Goal. Governance is a new theme to the Future Story project, and this category includes several goals relating to partnerships, relationships, and a collaborative approach that will guide the identification and implementation of the ICSP.

The original title for Phase 2 of the Future Story project was “Vision and Objectives”; however, as this phase aims to set the high-level, long-term aspirations for the ICSP, Phase 2 has been reconceived around developing a Vision statement and series of Goals. These outcomes will guide the identification of Bold Actions, as well as more specific “Key Steps” to move the community towards achieving these Bold Actions, in Phase 3. A preliminary structure for the ICSP, indicating timelines for the review of these elements (every 5 years for Key Steps, every 10 years for Bold Actions, and a 50-year outlook for Vision and Goals) is included in Attachment 1.

Next Steps

The Vision and Goals for the ICSP and supporting What We Heard Report will be made available to the public on the Town’s Future Story websites. Individuals who have expressed an interest in receiving updates regarding The Blue Mountains Future Story project, including survey and interview participants, mailing list registrants, and workshop attendees, will also be made aware of the outcomes of Phase 2 via email.

In Phase 3 (Develop Action Plan), the project team will begin by making an initial attempt to identify potential Bold Actions for the ICSP. These proposed Bold Actions will be guided by the Vision and Goals identified in Phase 2, as well as by the action ideas shared by community members so far, research into best practices that took place in Phase 1, opportunities to collaborate regionally and with the County’s Climate Change Action Plan, and by staff knowledge and additional research into areas anticipated to have greater impact. These proposed Bold Actions will be used to start conversations with community members to build upon, improve, and validate an action plan for the ICSP. A prioritization process will then be necessary to identify Bold Actions where Town and community resources can be focused for greatest impact towards achieving the ICSP’s long-term vision and goals.

Each of the ICSP’s Bold Actions will be supported by one or more Key Steps, which are the specific activities necessary to work towards and achieve the Bold Actions. Bold Actions will also identify stakeholders required for successful implementation, resources that may be needed, partnerships, performance indicators, and other details wherever possible. Key Steps are anticipated to be reviewed and updated on a 5-year basis, while the Bold Actions may occupy a longer 10-year review cycle.

Phase 3 is expected to begin in January 2022, with community engagement through April 2022 and a completed ICSP ready for potential Council approval in the summer. The resulting Integrated Community Sustainability Plan will identify strategic, actionable steps to move from the current state (identified in Phase 1) towards the desired future (identified in Phase 2). The completed ICSP will help integrate sustainability into all municipal planning and strategic initiatives, which typically have economic, cultural, environmental and/or social elements that will overlap with the community’s sustainability objectives – which the ICSP will identify and plan to address through its selection of Bold Actions and supporting Key Steps.

Grey County’s Climate Action Plan is anticipated to be completed in the early part of 2022, and staff have identified many potential synergies between the proposed actions in this plan and

the priorities expressed by the Town's community members through the Future Story planning process so far. Town staff will continue to engage the County in the Future Story project and will participate in a Community of Practice organized by the County and featuring representation from all municipalities within Grey County.

E. Strategic Priorities

1. Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

F. Environmental Impacts

The recommendation of this report aims to progress the development of the Town's Integrated Community Sustainability Plan by moving the process into Phase 3: Develop Action Plan. The completed ICSP will facilitate local and regional opportunities to meet its long-term Vision and Goals, as outlined in this report and in Attachment 1. The Bold Actions and Key Steps, to be identified in Phase 3, must provide meaningful direction to Town staff and to community members, and in many cases will require some investigation into sources of funding, necessary partnerships, and other details to ensure actions can be implemented and will make material improvements to local sustainability.

G. Financial Impacts

Building a sustainable community and restoring the natural environment will require a significant transition in intention, focus and allocation of financial resources.

The total budget for The Blue Mountains Future Story project is \$175,000. Between Phases 1 and 2, approximately \$43,000 was spent on consulting fees (including around \$6,500 on communications and advertisement led by the consultants), with an additional \$35,000 spent on other communications, advertisement, and engagement-related expenditures by Town staff.

H. In Consultation With

Tim Hendry, Manager Communications and Economic Development

I. Public Engagement

The topic of this Staff Report has been the subject of extensive public engagement efforts which began in June 2021, including Public Surveys, workshops, and more as described in this

report. Public engagement on Bold Actions that should be taken to satisfy the Vision and Goals will continue through the upcoming Phase 3 of the Future Story project. Once the ICSP is completed, public engagement will continue through implementation of the Plan with regards to specific projects or policy development as necessary.

Any comments regarding this report should be submitted to Jeffery Fletcher, Manager of Sustainability and Solid Waste managersolidwaste@thebluemountains.ca

J. Attached

1. Future Story Phase 2 Vision and Goals Package
2. Future Story Phase 2 What We Heard Report

Respectfully submitted,

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Shawn Carey
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For more information, please contact:
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Report Approval Details

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|----------------------|--|
| Document Title: | CSOPS.21.087 Community Sustainability Plan Phase 2 Vision and Goals.docx |
| Attachments: | - Attachment 1 - Future Story Phase 2 Vision and Goals Package.pdf - Attachment 2 - Future Story Phase 2 What We Heard Report.pdf |
| Final Approval Date: | Nov 19, 2021 |

This report and all of its attachments were approved and signed as outlined below:

Jeff Fletcher - Nov 19, 2021 - 9:10 AM

Shawn Carey - Nov 19, 2021 - 9:33 AM

No Signature found

Shawn Everitt - Nov 19, 2021 - 12:50 PM